

TALENT MANAGEMENT DIVISION



# CONTACT CENTRE POP CCP2

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## Sample Report Pack

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1. Recruitment Report
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# RECRUITMENT REPORT

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Sample Report






[Click Here to View Manager's Report](#)

**Contact Center POP™**

**Contact Center Snapshot**

for SAMPLE SAMPLE August 29, 2019

**Recommendations**

<u>Sales</u>	<u>Sales and Service</u>	<u>Service Only</u>
		
Proceed <u>4.5</u>	Proceed <u>3.5</u>	Proceed with Caution <u>3.0</u>

Results Reliable?

Yes                      Caution                      No

\* If results are not reliable it may suggest that the candidate is responding to the questionnaire in a socially desirable manner. Please proceed with caution with the results and explore thoroughly with candidates before proceeding to selection.

**ID# OP77A1M4GSX7 for SAMPLE SAMPLE on August 29, 2019**

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## Contact Center POP™ (CCP™) Scoring

CCP™ Score	Sales			Sales & Service			Service Only		
	Formula		Score	Formula		Score	Formula		Score
EP=53	If EP greater than 50	5	<u>5</u>	If EP in range 20 to 50	5	<u>4</u>	If EP in range 20 to 50	5	<u>4</u>
	If EP in range 20 to 50	4		If EP greater than 50	4		If EP greater than 50	4	
	If EP less than 20	3		If EP less than 20	4		If EP less than 20	4	
MP=1	Subtract .5 if: MP greater than 20 or MP less than -10	-	-	Subtract .5 if: MP greater than 20 or MP less than -15	-	-	Subtract .5 if: MP greater than 20 or MP less than -20	-	-
IP=26	Subtract .5 if: IP greater than 10 or IP less than -30	-0.5	-0.5	Subtract .5 if: IP greater than 10 or IP less than -30	-0.5	-0.5	Subtract .5 if: IP less than -20	-	-
PO=7	Subtract 1 if: PO less than 0	-	-	Subtract 1 if: PO less than 0	-	-			
AO=-7							Subtract 1 if: AO less than 0	-1	-1
SC=61 LM=80	Subtract 1 if: SC less than 25 or LM less than 25	-	-	Subtract 1 if: SC less than 25 or LM less than 25	-	-	Subtract 1 if: SC less than 25 or LM less than 25	-	-
NSP=67	Subtract 1 if: NSP less than 25	-	-						
EQ=72	Subtract 1 if: EQ less than 55	-	-	Subtract 1 if: EQ less than 55	-	-	Subtract 1 if: EQ less than 55	-	-
UC=38	Subtract .5 if: UC greater than 45 Subtract 1 if: UC greater than 60	-	-	Subtract .5 if: UC greater than 45 Subtract 1 if: UC greater than 60	-	-	Subtract .5 if: UC greater than 45 Subtract 1 if: UC greater than 60	-	-
Science Score	Sales	4.5		Sales & Service	3.5		Service Only	3.0	

**Summary of Scales and Interview Suggestions****EP****SELF-MANAGEMENT****53**

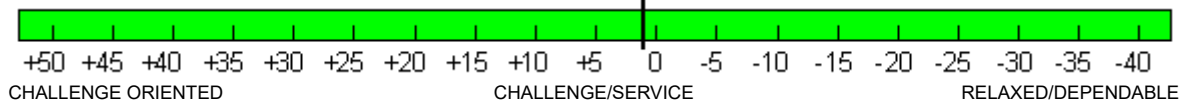
People would describe SAMPLE as assertive, competitive, enterprising and determined. He/She has the potential to self manage effectively and is able to work with limited guidance and direction. He/She is able to motivate him/herself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. With minimal training in the products and services that he/she will be providing, SAMPLE should be able to handle most situations on his/her own and be self monitoring.

\* Strong self-managers can be too strong for some cultures and management styles. They will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for this individual.

He/She has the potential to be a top performer but may feel a need to adapt the sales and service processes to achieve optimal results.

**Interview Suggestions**

- Outline a situation in which you developed a plan which you implemented successfully.
- Describe a situation where you were working in an environment with continuously changing goals.
- How did you cope with the changes?
- What daily habits do you have that help you to meet your goals?

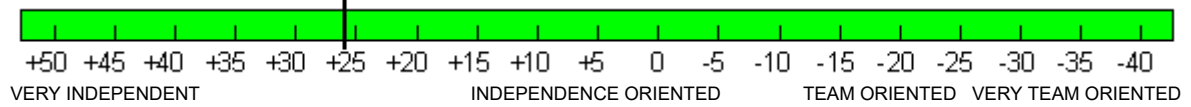
**MP****MOTIVATIONAL PROFILE****1**

SAMPLE has a motivational structure that is balanced between seeking challenge and concern for the needs of other people. He/She is comfortable working on short-term goals as they lead toward long term objectives. SAMPLE would operate most effectively in an environment that includes a mixture of established functions and new challenges.

SAMPLE's motivational profile will allow him/her to be effective in a sales as service role where there are consistent, achievable sales targets.

**Interview Suggestions**

- Have you developed any business goals for the next year? What are they?
- How do your short-term goals lead to your long-term goals?
- Describe some of your most recent achievements.
- Who set the goals that you reached? Were you part of the process?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

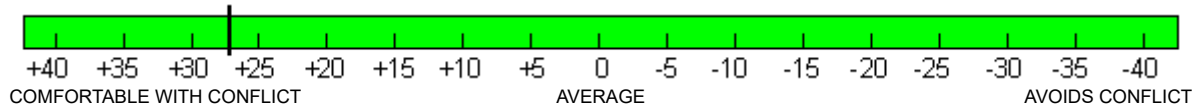
**Summary of Scales and Interview Suggestions (cont'd)****IP****TEAM ORIENTATION****26**

SAMPLE would be described as extremely independent and more likely to create new processes than to follow existing systems and procedures. If something does not appeal to him/her, he/she will probably develop his/her own systems. If an issue arises that is not covered satisfactorily by existing procedures, he/she is likely to create a new procedure to resolve the issue. This area of his/her character will be a strength where guidelines are minimal and he/she is expected to consult on new systems or structure. This level of independence can help him/her be effective in situations where the existing systems or script do not meet the needs of the customer.

\* Some people with such highly independent profiles are considered difficult to manage as they tend to want to change things to suit themselves and are not always suited for teams.

**Interview Suggestions**

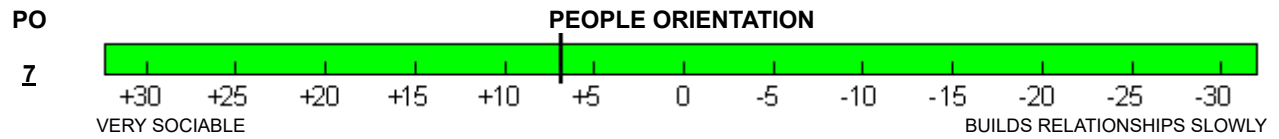
- How did you feel about the last environment in which you worked? What did you like (or dislike)?
- Outline a situation where you worked in a very structured environment. How were you able to adapt?
- How comfortable are you working with a script?
- Describe a situation where you were forced to develop new procedures to be effective.

**CWC****COMFORT WITH CONFLICT****27**

SAMPLE tends to be quite comfortable in situations where there is potential for conflict. He/She may even occasionally create conflict if he/she feels that it will further his/her own goals. He/She could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires his/her intervention.

**Interview Suggestions**

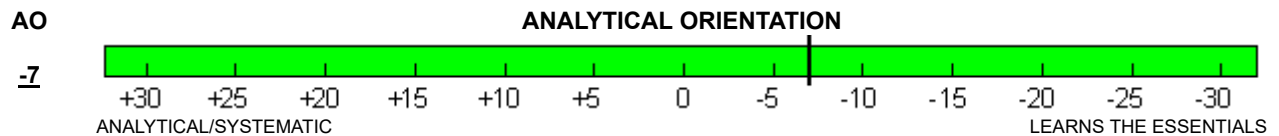
- Describe a situation where you had to deal with an angry customer.
- Why was the customer angry? How did you resolve the issue?
- What did you learn from the situation?
- What strategies have you used to avoid conflict?

**Summary of Scales and Interview Suggestions (cont'd)**

SAMPLE is generally sociable, friendly and outgoing. He/She should be at ease establishing relationships in most situations. He/She is generally comfortable with other people and should be able to work well in an environment where there is balance between making regular contact with a well established client base or meeting with new users and clients.

**Interview Suggestions**

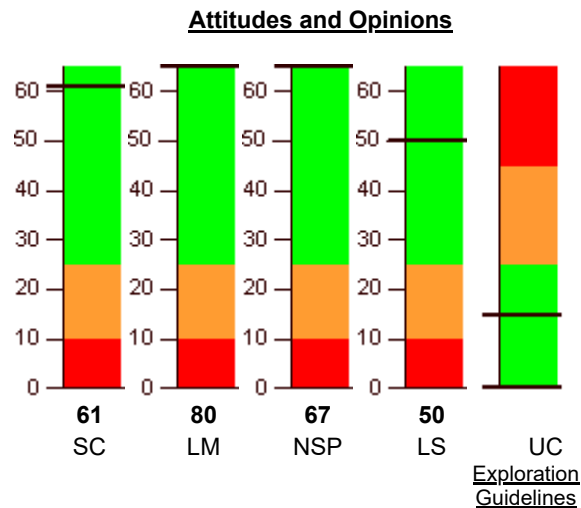
- Describe the last time that you entered a new work environment.
- How did you build effective relationships?
- What are your goals with regard to growth in interpersonal areas?
- What are you doing to develop yourself in these areas?



SAMPLE will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues. He/She is unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. He/She is more likely to reach his/her full potential in a less technical environment reviewing the general needs of customers and referring them to the suitable solution provider. He/She would prefer to avoid detail and work on the macro level issues.

**Interview Suggestions**

- Describe the most demanding technical job which you have had.
- What did you enjoy about it? What did you not enjoy?
- How do you keep informed about changes in our industry?



**Self Confidence (SC)**

SAMPLE demonstrates high levels of confidence at this time.

**Lifestyle Management (LM)**

SAMPLE demonstrates very effective habits and approaches to managing his/her lifestyle.

**Networking & Self Promotion (NSP)**

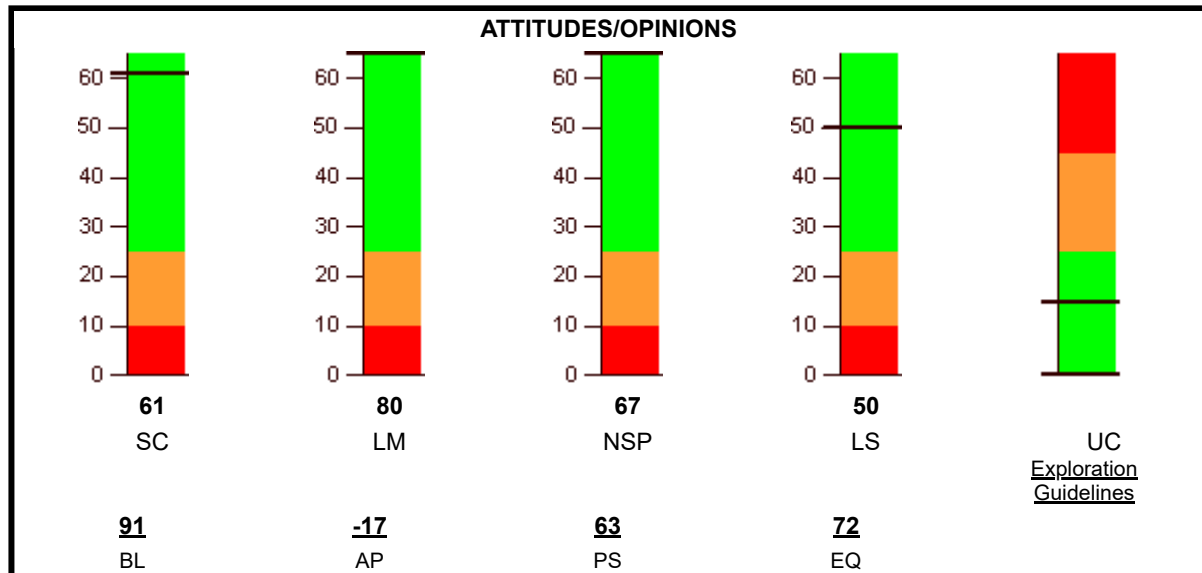
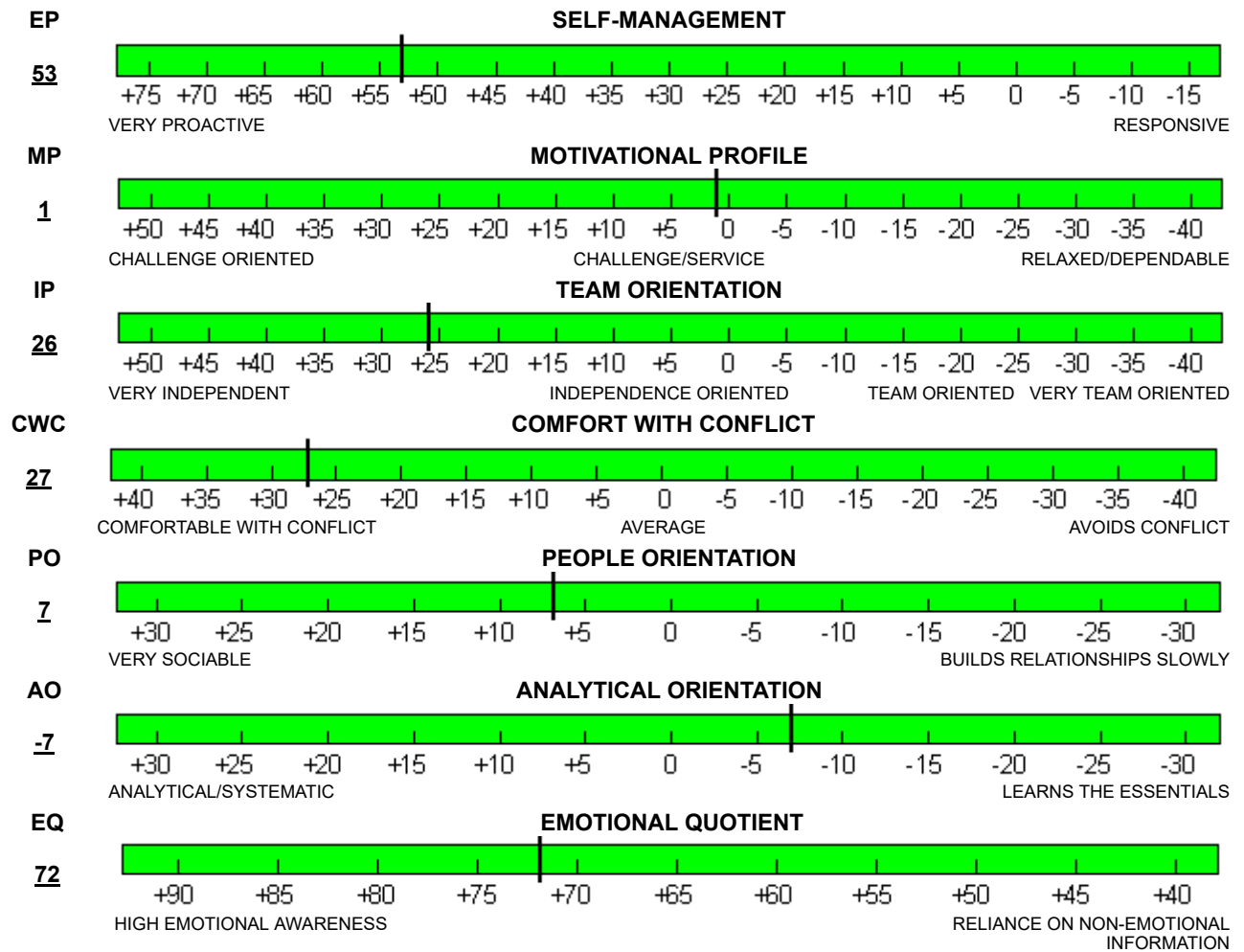
SAMPLE has a very positive attitude about sales, networking and managing rejection.

**Listening Style (LS)**

SAMPLE is likely to listen to others attentively which will enable him/her to better understand and relate to their needs .  
SAMPLE's strong approach to listening should help him/her in developing good interpersonal relationships with clients.

**Uncertainty Coefficient (UC)**

SAMPLE has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner.  
His/Her answers on the attitude scales tend to be reliable.

**SUMMARY OF SCORES**

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# MANAGEMENT REPORT

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Sample Report



► [Click Here to View Recruiter's Snapshot](#)

## Contact Center POP™

### Suitability for Customer Care Service and Sales

for SAMPLE SAMPLE August 29, 2019

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Coach to Success	3
Communication Style	7
Attitudes	9
Emotional Intelligence	12
Summary of Scores	13
Responses from Attitude/Opinions Section	14

The Contact Center POP™ is designed to provide insights into the strengths of individuals who will be managing customer relationships within a customer contact center culture. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and supervisors will have more information relevant to fitting people to customer care roles. This profile will also provide managers with suggestions on how to coach service people more effectively.

*John C. Marshall, Ph.D.*

► [Download Action Planning Guide](#)

**ID# OP77A1M4GSX7 for SAMPLE SAMPLE on August 29, 2019**

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**Prediction of Sales and Service Potential****Prediction of Sales Potential**

An indication of the individual's natural approach to selling and best fit within the customer care culture.

Outbound Selling				Cross Selling		Service/Inbound service

**Business Development**

Reflects the person's approach to creating new business development opportunities

Coach to Excellence				With Training		Not Likely

**Approach to Client**

An indicator of how aggressively the individual will pursue the business opportunity once it has been identified

Hard/Persistent				Soft/Persistent		Potential Weak Closer

**Need for Script and/or Structure**

The degree to which the person will accept the structure and script used in customer care selling

Does not want				Works within guidelines		Depends on it

**Managing Rejection**

An indicator of the individual's ability to manage rejection during a customer contact

Handles Well				Handles OK		Very Uncomfortable

**A People Person?**

Reflects individual's approach to building relationships with new contacts.

Definitely				People are OK		Not interested

**Detail Orientation**

Reflects the individual's approach to technical detail.

Analytical				As required		Not Detail Oriented

**Sales and Service Competencies****Goal Orientation**

An indication of the individual's natural approach to goal setting.

Short Term/Intense				Long Term/Relaxed		

**A Self-Manager?**

Evaluates the extent to which the individual manages self effectively without coaching or a process.

A Natural		With Coaching		Needs Process		

**Communication Style**

Reflects the person's natural style of communicating with others on an interpersonal basis

Ask/Listen		Balanced		Tell the Person		

**Comfort with Conflict**

Refers to the individual's natural reaction to a situation where there is conflict or the potential for it

Comfortable		Handles OK		Uncomfortable		

**Loyalty**

An indicator of the individual's probable primary loyalty

Company Focus		Client/Company		Self Interest		

**Decision Making**

Reflects the individual's probable approach to making decisions

Decisive				Indecisive		

**Overall Attitude**

Reflects the individual's attitudes and how they will effect customers and prospects

Very Positive				Some Concerns		

**Confidence**

An evaluation of the individual's feelings of being in control and taking ownership of various issues

Feels in Control		Average Confidence		Low Confidence		

**Managing Lifestyle**

Evaluates individual's approach to integrating demanding career with busy lifestyle

Manages very well		Manages		Needs Coping Strategy		

**Coach to Success****Self-Management/Business Development**

Initiates/Proactive			Responsive			

People would describe SAMPLE as assertive, competitive, enterprising and determined. He/She has the potential to self manage effectively and is able to work with limited guidance and direction. He/She is able to motivate him/herself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. With minimal training in the products and services that he/she will be providing, SAMPLE should be able to handle most situations on his/her own and be self monitoring.

\* Strong self-managers can be too strong for some cultures and management styles. They will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for this individual.

He/She has the potential to be a top performer but may feel a need to adapt the sales and service processes to achieve optimal results.

**Interview Suggestions**

- Outline a situation in which you developed a plan which you implemented successfully.
- Describe a situation where you were working in an environment with continuously changing goals.
- How did you cope with the changes?
- What daily habits do you have that help you to meet your goals?

**Coaching Suggestions**

- SAMPLE will respond best to a management style that is flexible and provides him/her with the opportunity to use his/her own initiative.
- He/She will do very well in a role that interests him/her and allows him/her to self manage his/her progress and set his/her own goals. If such a role exists it would be a good fit for him/her.
- Match him/her to managers who coach and facilitate rather than those who are 'hands-on'.
- Coach him/her on how to take advantage of the sales and services processes to provide better service to your customer base.

**Coach to Success (continued)****Approach to Client (Sales and Service)**

Results Focus						Balanced

SAMPLE has a motivational structure that is balanced between seeking challenge and concern for the needs of other people. He/She is comfortable working on short-term goals as they lead toward long term objectives. SAMPLE would operate most effectively in an environment that includes a mixture of established functions and new challenges.

SAMPLE's motivational profile will allow him/her to be effective in a sales as service role where there are consistent, achievable sales targets.

**Interview Suggestions**

- Have you developed any business goals for the next year? What are they?
- How do your short-term goals lead to your long-term goals?
- Describe some of your most recent achievements.
- Who set the goals that you reached? Were you part of the process?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

**Coaching Suggestions**

- Coach him/her to focus on the needs of the customer and help him/her understand how his/her own goals can be met by meeting customer needs.
- Help SAMPLE with goal setting so that customer expectations are being met.
- Coach him/her to be an effective closer if he/she is required to sell as part of his/her customer care function. He/She would tend to be persuasive rather than persistent in pushing for additional business.

**Coach to Success (continued)****Need for Script and/or Structure (Environmental Fit)**

Prefers to Create			Follows Guidelines			

SAMPLE would be described as extremely independent and more likely to create new processes than to follow existing systems and procedures. If something does not appeal to him/her, he/she will probably develop his/her own systems. If an issue arises that is not covered satisfactorily by existing procedures, he/she is likely to create a new procedure to resolve the issue. This area of his/her character will be a strength where guidelines are minimal and he/she is expected to consult on new systems or structure. This level of independence can help him/her be effective in situations where the existing systems or script do not meet the needs of the customer.

\* Some people with such highly independent profiles are considered difficult to manage as they tend to want to change things to suit themselves and are not always suited for teams.

**Interview Suggestions**

- How did you feel about the last environment in which you worked? What did you like (or dislike)?
- Outline a situation where you worked in a very structured environment. How were you able to adapt?
- How comfortable are you working with a script?
- Describe a situation where you were forced to develop new procedures to be effective.

**Coaching Suggestions**

- SAMPLE is quite independent, which can be an impediment to integrating with very structured customer care cultures. Encourage him/her to examine this aspect of his/her personality and explore ways for him/her to cope with structure.
- If he/she is performing well in his/her current role but fighting the structure, he/she may be an excellent candidate for roles where he/she can work from his/her home office or develop his/her own structure.
- If he/she wants to change the culture, ask him/her to develop prototypes for change and coach him/her on how to present them.
- Coach him/her on how to integrate with very structured environments rather than to clash with them.

### Coach to Success (continued).

## Comfort with Conflict

Comfortable Avoids Conflict

SAMPLE tends to be quite comfortable in situations where there is potential for conflict. He/She may even occasionally create conflict if he/she feels that it will further his/her own goals. He/She could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires his/her intervention.

## Interview Suggestions

- Describe a situation where you had to deal with an angry customer.
- Why was the customer angry? How did you resolve the issue?
- What did you learn from the situation?
- What strategies have you used to avoid conflict?

### Coaching Suggestions

- If he/she shows restraint and is able to avoid the temptation to engage in debate, you will find SAMPLE to be an asset in high conflict situations.
- He/She can be effective in tense situations if he/she is coached to listen and address the concerns of an irate client.
- SAMPLE may benefit from conflict resolution training which would be an asset in more senior customer care roles.

**Communication Style****Social Orientation**

Warm/Friendly/Sociable				Builds Relationships over Longer Term		

SAMPLE is generally sociable, friendly and outgoing. He/She should be at ease establishing relationships in most situations. He/She is generally comfortable with other people and should be able to work well in an environment where there is balance between making regular contact with a well established client base or meeting with new users and clients.

**Interview Suggestions**

- Describe the last time that you entered a new work environment.
- How did you build effective relationships?
- What are your goals with regard to growth in interpersonal areas?
- What are you doing to develop yourself in these areas?

**Coaching Suggestions**

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in customer care and that this can be one of his/her strengths.
- Coach him/her to develop his/her strengths as a listener so that he/she can understand the issues that others have and demonstrate that their needs are understood.
- Suggest that he/she give short presentations at meetings with peers.
- Consult with him/her on how he/she would like to develop his/her communication skills.

**Communication Style (cont'd)****Analytical Orientation**

Systematic/Analytical					Learns the Necessities	

SAMPLE will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues. He/She is unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. He/She is more likely to reach his/her full potential in a less technical environment reviewing the general needs of customers and referring them to the suitable solution provider. He/She would prefer to avoid detail and work on the macro level issues.

**Interview Suggestions**

- Describe the most demanding technical job which you have had.
- What did you enjoy about it? What did you not enjoy?
- How do you keep informed about changes in our industry?

**Coaching Suggestions**

- Assign SAMPLE to customer care roles where there is more emphasis on interacting effectively with other people than using analytical skills.
- Assign him/her to roles that make use of his/her existing strengths and match his/her interests.
- Avoid customer care roles that require a lot of data mining or probing customer needs. Roles that provide him/her with technical support when there are a lot of detailed technical issues to resolve will be better fits for him/her.
- Monitor his/her customer contacts regularly to determine that customer needs are being understood fully.

**Attitudes**

**Self-Confidence**

Feels in Control/Internally Directed				Feels Controlled by External Factors		

SAMPLE shows a very high level of self-confidence at this time. He/She believes that most situations can be managed by his/her own efforts and feels competent to deal effectively with them. He/She would be seen as an individual who feels responsible for his/her own performance.

Interview Suggestions

Coaching Suggestions

- Build on his/her self-confidence and sustain it by supporting his/her good feelings about him/herself.
- If SAMPLE seems arrogant, remember that awareness of his/her strengths will help him/her maintain his/her best performance levels. Deal with perceived arrogance by asking him/her to evaluate his/her own relationship to his/her peer group and others. If he/she cares about the impact he/she is having, he/she will work to correct it without hurting his/her confidence.
- Encourage him/her to continue to feel responsible for his/her performance.
- Coach SAMPLE to commit to mutually agreed-upon goals.

**Attitudes (continued)**

**Lifestyle Management**

Handling Stress Well			Stress Management Training Would Help			

SAMPLE appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her performance in challenging situations.

\* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. SAMPLE may become helpful as a resource to help others learn stress coping strategies.

**Coaching Suggestions**

- SAMPLE may need continual challenge from his/her work environment to avoid boredom.
- He/She may be an effective mentor for those who could benefit from learning how to cope with stress.
- He/She should be able to assume additional responsibilities when there are additional challenges.

**Attitudes (continued)****Approach to Networking/Self-Promotion**

Comfortable						Uncomfortable

He/She is generally quite comfortable in meeting new people and creating a larger network of associates and friends. He/She would also enjoy the challenge of promoting him/herself and the organization's products and services in his/her natural market. To accomplish this, he/she should be involved with a variety of social and business groups at both the formal and informal levels. This would help him/her develop more consulting business.

**Coaching Suggestions**

- He/She will be suitable for prospecting and seeking sales or marketing opportunities. His/Her overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves and being aware of this strength would be an asset for him/her.
- Help him/her understand that comfort with networking and self-promotion is a strength that combined with strong self-management skills, motivation to succeed financially and good communication skills can help him/her when helping the customer by providing additional services.

**Listening Style**

Very Good Listener				Needs Coaching

SAMPLE demonstrates an above average approach to listening effectively while in conversation with others. SAMPLE is likely to listen to others attentively which will enable him/her to better understand and relate to others. SAMPLE's approach to listening should help him/her in developing good interpersonal relationships with a variety of individuals that he/she will encounter in customer contact roles. SAMPLE would be well-suited for positions that involve interaction with customers, peers or others.

**Coaching Suggestions**

- Help SAMPLE take advantage of his/her strengths as a listener by using him/her to gather information where others have had difficulty understanding the customer.
- Make SAMPLE aware of his/her strengths as a listener so that he/she is consciously competent. may be an effective coach for those who need development in their listening style.

**Emotional Intelligence**

**EQ Definition:** The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING			
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening	

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING			
High monitoring	Optimal monitoring	Low monitoring	

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL			
Demonstrates good self control		Low control over impulses and negative emotions	

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES			
Perseveres		Focus can change	

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY			
Recognizes emotions in others		Low awareness of emotions of others	

A measure of a person's ability to understand the feelings and emotions of others.

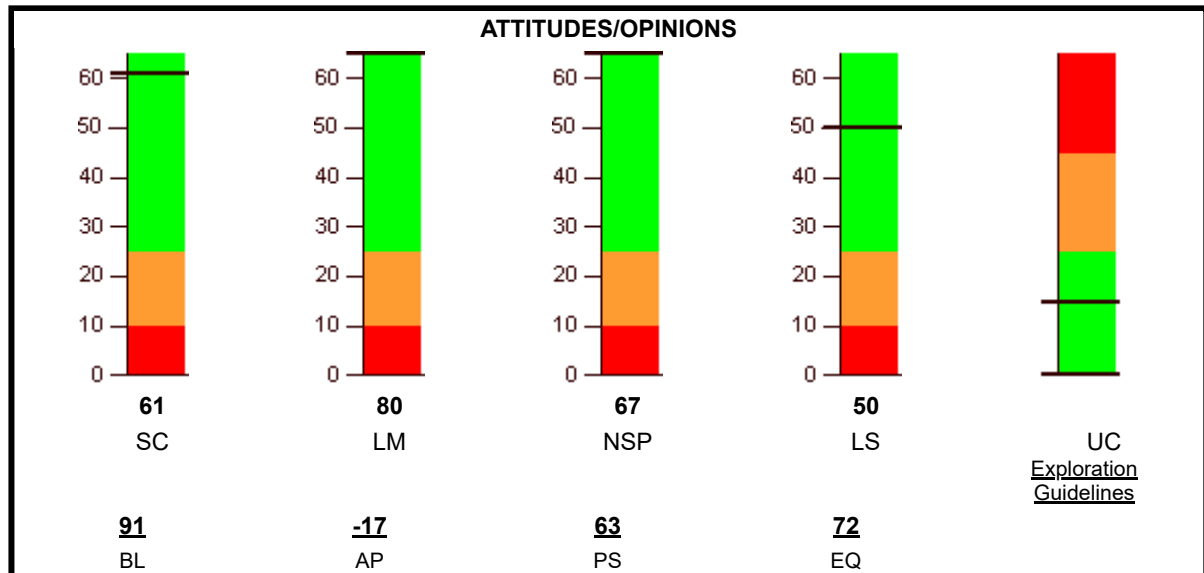
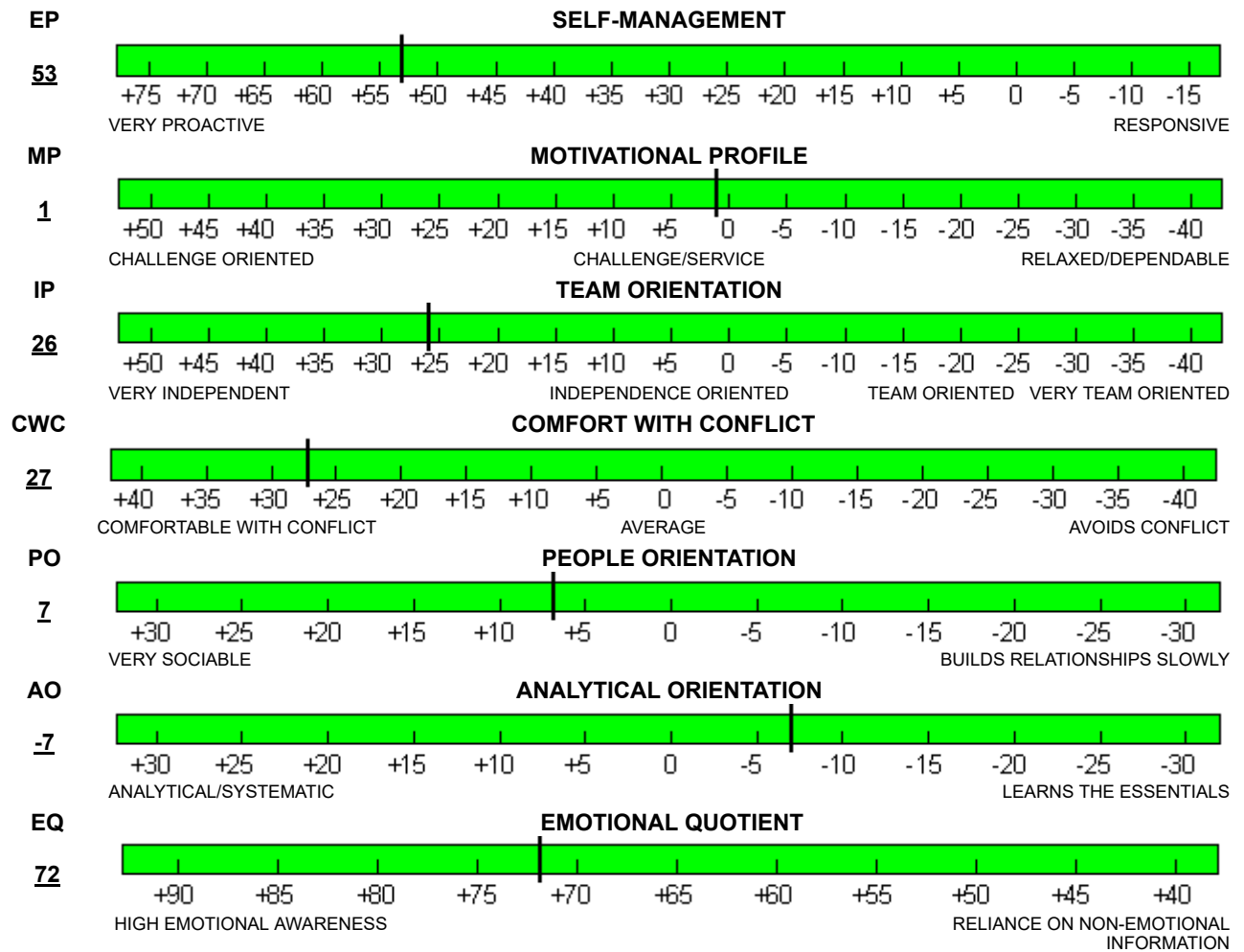
SOCIAL JUDGEMENT			
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making	

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL			
Understands & uses emotional information		Relies on non-emotional information	

An overall measure of how well a person understands emotional information and uses it effectively.

### SUMMARY OF SCORES



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**Responses from Attitude/Opinions Section**

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
1. Effort gets results (5)				49. A good plan can avoid mistakes (3)
2. I thrive under pressure (5)				50. Stress improves my performance (5)
3. I rarely interrupt others while they are speaking (5)				51. After listening to someone talk, I repeat the important points back to them to insure my understanding (5)
4. I often discuss my career with friends (4)				52. I often refer people to my family and friends (5)
5. I am often influenced by others (3)				53. Hard work does not always get results (1)
6. I would have difficulty integrating a demanding career into my lifestyle (1)				54. To be effective on the job, I need more energy (1)
7. I have never told a lie (2)				55. I make sure others have finished speaking before I respond (1)
8. I would not like to be a sales person (1)				56. Informal social events are a good source of business contacts (5)
9. Most mistakes can be avoided (4)				57. I find it easy to talk about myself (5)
10. I am comfortable with changes in technology (5)				58. Regular habits are an important part of my success (5)
11. I like to hear people fully explain their point of view (4)				59. I have never said anything unkind about anyone else (1)
12. I avoid actions that might make people dislike me (1)				60. I have met very few people whom I did not like (4)
13. People's good qualities are seldom recognized (2)				61. I am distracted easily (1)
14. I sometimes lack the energy to perform important tasks (1)				62. Professional demands often interfere with my lifestyle (1)
15. Most conversations take too long (3)				63. People take too long to get to the point (1)
16. It is important that people approve of me (2)				64. I get upset when sales people call me at home (1)
17. I am good at most things that I try to do (4)				65. I am a confident person (5)
18. I stay focused on my priorities (4)				66. I can concentrate on my work for long periods of time (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (4)				67. I will interrupt other people to provide an answer to their question (1)
20. Sales people have a positive public image (4)				68. To be successful in my career, I must change my image (1)
21. Success is mostly luck (1)				69. My performance depends on the situation (1)
22. I often allow my attitude to affect my performance negatively (1)				70. To be effective, I need to make several lifestyle changes (1)
23. All my habits are good and desirable ones (4)				71. No one is ever rude to me (2)
24. I am comfortable when people do not agree with me (2)				72. I would rather talk to a client on the telephone than in person (1)
25. People get the respect that they deserve (1)				73. I am successful in most aspects of my life (4)
26. I generally have a positive attitude towards work (5)				74. Work does not get me down (5)
27. I have never broken a rule (5)				75. I enjoy listening to other people (5)
28. I am persistent in getting others to agree with my point of view (2)				76. Most people would prefer not to deal with salespeople any more than necessary (5)
29. It is impossible to change company procedures (1)				77. I am reluctant to make decisions (1)
30. I find it difficult to manage my professional demands (1)				78. Lifestyle demands have interfered with my career success (1)
31. I prefer to listen in conversations (1)				79. I have never made a mistake (5)
32. I find it easy to make new acquaintances (5)				80. To perform up to my potential, I must have total belief in my job (4)
33. Hard work brings success (5)				81. I take time to reflect on my accomplishments (4)
34. I excel in a dynamic environment (5)				82. I enjoy pressure on the job (4)
35. I consciously pause before responding to others (5)				83. I give others my undivided attention when they are speaking to me (5)
36. I am comfortable promoting my ideas to friends and associates (5)				84. I have bought a product or service mainly because of the salesperson (4)
37. Plans never work out (1)				85. I let the organization define my training needs (1)
38. I often avoid difficult tasks (1)				86. People do not understand the pressures of my job (1)
39. I have never been late for work or for an appointment (1)				87. I prefer to ask very specific questions that require only a 'yes/no' answer (1)
40. In a group, I feel uncomfortable if a person does not like me (2)				88. My business contacts are a good source of future sales (5)
41. I create opportunities (5)				89. Effort is entirely my responsibility (5)
42. I take care of myself with good daily habits (5)				90. I manage stress effectively (5)
43. I try to do most of the talking when presenting materials to others (1)				91. I have a tendency to finish other people's sentences (1)
44. I have been successful in developing a large network of people (5)				92. To be a successful salesperson, it is necessary to get potential buyers to like me (1)
45. Compliments make me uncomfortable (1)				93. Others have interfered with my success (1)
46. I have difficulty coping with daily job challenges (1)				94. It is difficult to establish job priorities (1)
47. I have never boasted or bragged (1)				95. I am not a good listener (1)
48. I adapt to what others expect of me (1)				96. I feel comfortable promoting myself and my company at social gatherings (5)



## Contact Center POP™

### Personal Feedback

for SAMPLE SAMPLE August 29, 2019

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The Contact Center POP™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.  
John C. Marshall, Ph.D.

## **GENERAL RECOMMENDATIONS**

### **An Overview of Your Customer Care Profile**

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Your overall profile shows that you would be well suited to a career that balances clear work objectives with your goals. You would be comfortable with a reasonably well-defined career path that provides you with the opportunity to manage and monitor your own progress. Your best fit would be in a modestly structured organization that provides suitable feedback and a path to more senior roles. Working towards shared project goals as an individual within a team or working independently within a support or service based organization could be good career fits for you. Talk to people in any career that you might be considering before you make any major change in direction.

### **Your Most Effective Self-management Style**

---

You are generally very assertive, competitive, self directed, goal oriented and aggressive. You will initiate activity on your own authority rather than responding to others. When working towards your goals you are able to motivate yourself. You are self-directed, self-evaluating and need minimal feedback to be effective. You can be very critical of your own performance. This is a strength that will help you succeed in most careers. Be a strong 'self-manager' by planning your own activities, managing your time effectively, focusing your effort and evaluating your progress.

### **Your Motivational Structure**

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Your motivation is a balance between meeting long and short-term goals and you are most effective in situations that offer both. You would enjoy working in an environment where you would have the opportunity to work on short-term projects that lead to your longer-term objectives. You like to balance meeting the needs of other people and providing good products, providing quality service and your own goals.

### **Your Preferred Approach to Being a Team Member or Team Leader**

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You are a highly independent person who will often ignore the structure and guidelines of a team and use your own experience and instincts to create your own procedures. You prefer to work independently or lead in the implementation of change.

### **Your Preferred Social Interaction Style**

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You are generally sociable, friendly and outgoing and should have little difficulty relating to customers and building relationships with clients and peers.

### **Your Technical/Practical Orientation**

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You are comfortable in situations that combine both non-technical and technical issues. You would enjoy a certain amount of analysis and problem solving in your work but not exclusively. You may prefer to form work teams where your technical strengths are complemented by other team members.

### **Your Feelings about Self-Confidence and Managing Stress**

---

You show a very high level of self-confidence at this time. You believe that you are dealing very competently with most situations and you are not afraid to take responsibility for your own performance. You expect to succeed.

You appear to manage your energy and deal with stress quite well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

**WHAT TO SEEK & AVOID IN YOUR CAREER PATH****Career Path Characteristics to Seek**

- Look for career paths that provide you with the opportunity to use your own initiative and allow you to plan and execute your own activity. A management system that facilitates and provides coaching would be best for you. You can expect to succeed in most career paths so choose the one that interest you most.
- Look for situations that balance learning and technical expertise with your other competencies in the 'soft skills'. Look for situations that require you to identify client/user needs, deal with routine or familiar problems and provide appropriate specialists to deal with highly technical issues.
- Look for a career that allows you considerable independence and the choice of creating your own personal systems and structure.
- Look for an environment where there is a balance between working on technical issues and regular contact with clients, users and your peer group.
- Seek a career that will acknowledge your contribution and balance providing a meaningful product or service with meeting your personal needs and goals. Seek a stable part of the company, which provides interesting challenges, recognition of your achievements, financial stability and a solid future.

**Career Path Characteristics to Avoid**

- Avoid 'hands-on' management and other overly structured situations with rigid guidelines. Avoid situations where you cannot plan your own activities.
- Avoid careers where your role would focus primarily on highly technical issues or the development of very complex products and systems. Avoid roles that do not provide any variety or opportunity for creativity.
- Avoid highly structured or very team oriented environments that require adherence to procedures and existing systems.
- Avoid career paths where the primary focus of the career is meeting with others and developing new relationships over a short period of time.
- Avoid careers that do not have a certain amount of challenge but also avoid those that are strictly 'bottom line' oriented and without social value.

## **SUMMARY OF STRENGTHS**

### **Self-Management**

---

You would be described as very competitive, enterprising, assertive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience. You have the potential to become a very strong self-manager who is able to work with limited guidance and direction. You are able to motivate yourself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. You have the potential to be effective in a variety of situations including unfamiliar ones.

\* Strong self-managers can be too strong for some cultures and management styles so try to match yourself with a strong manager who will be a good fit for you.

### **Coaching Suggestions**

- You will respond best to a coach or manager who provides an outline of organizational goals and provides you with feedback when you seek it.
- A coach who consults and facilitates will be best for you.
- Seek situations where you will be able to use your own initiative rather than having to respond to the needs of others all the time.
- Look for projects and environments that will reward your initiative and consistent effort.
- Your self-management potential is a strength to be developed to its fullest. Plan your day and follow your plan, rewarding yourself only if you have done everything that you have committed to doing.

### **Motivational Profile**

---

Your motivation is balanced between your concern for the needs of other people and meeting the long and short-term goals you have set for yourself. You are most comfortable in situations that offer the opportunity to do both. You would enjoy working in an environment where you are able to meet short-term targets which lead to your longer term objectives.

### **Coaching Suggestions**

- Make certain that you have clearly defined goals and if they are not, define your own.
- Focus on what you are able to accomplish on a daily basis and make certain that you do those things consistently.
- Challenge yourself to meet similar standards each day.
- Make a commitment to your daily goals and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- If you are meeting your daily goals consistently, you will achieve greater satisfaction by increasing your goals slightly and meeting them as well.

**SUMMARY OF STRENGTHS (continued)****Environmental Fit (Team Orientation)**

---

You would be described as extremely independent, strong minded and stubborn. You would seek responsibility and dislike constant supervision. Your result indicates that you are an individual interested in developing your own skills, and innovative in developing your own procedures or methods of approaching business, perhaps even to the extent of conflicting with existing company procedures. In a team situation you would be most likely to move as quickly as possible into a team leadership role if you decided to participate in the team at all. This aspect of your character would be a strength where there are minimal guidelines and you are empowered to do what is necessary to solve a problem or resolve an issue. However, your independence could make things difficult for you in very structured environments where you were unable to implement change.

**Coaching Suggestions**

- Seek an environment that is not highly structured and will allow you to develop systems and structure that will help enhance the environment.
- Look for situations that will allow you to innovate.
- Avoid criticizing existing procedures and organizational structure unless you have a superior alternative. Even when you feel your solution is better, be careful that your audience is interested in change.
- Test your alternative hypotheses very thoroughly before presenting them.
- When you are working in a team environment, avoid challenging the project goals unless you have examined your alternative hypothesis very thoroughly.

**Comfort with Conflict**

---

You tend to be comfortable in situations where there is potential for conflict. You may even occasionally create conflict to further your own goals. Comfort with conflict can be a strength and is often found in strong managers but it can also be a trait that is difficult for some managers to handle.

**Coaching Suggestions**

- Your comfort with conflict will help you mediate in situations where there is conflict.
- Develop your conflict resolution strategies to become a better mediator.
- Learn to view conflict and other forms of adversity as a challenge which you may use to enhance your ability to achieve success.

## **COMMUNICATION STYLE**

### **Social Orientation**

---

You are generally sociable, friendly and outgoing and should have little difficulty consulting with clients and building relationships. You are comfortable with other people but do not usually seek new acquaintances. You would work best in an environment where there is balance between making regular contact with a well-established client base and dealing with their needs.

#### Coaching Suggestions

- Evaluate and build upon your strengths as a listener. Make certain that, as a rule, you let people explain themselves thoroughly before offering your views.
- Evaluate your performance as both a listener and a contributor at meetings with users, clients and peers. Do you respond to others or follow your own agenda?
- Avoid the appearance of disinterest or impatience.
- Develop your ability to make speeches by taking part in community service groups, coaching and other similar opportunities or by taking formal courses.
- When making a presentation, work on such skills as timing, breaking the ice with humorous remarks and speaking directly to members of the audience.

### **Analytical Orientation**

---

You would be more interested in an environment that allows you to learn only what is needed to do your job effectively without focusing exclusively on analysis and technical matters. You would find it difficult to fulfil your potential in a highly technical situation that does not interest you. You would be most comfortable in a technical environment that allowed you to investigate the general nature of a client or user need and then direct the problem to a specialist if it was outside your area of expertise.

#### Coaching Suggestions

- Seek roles and projects where your colleagues have specific analytical styles which complement your own and who will handle the details that do not interest you.
- Seek projects that make use of your existing technical strengths while you develop a strategy to improve yourself in the areas of critical importance to the organization.
- Make certain that you are familiar with the key competencies you will need to grow within your career path and the industry.
- Make a sincere effort to understand and appreciate the needs of clients and the responsibilities of your colleagues.

**SELF-CONFIDENCE & LIFESTYLE MANAGEMENT****Self-Confidence**

---

You show a very high level of self-confidence at this time. You believe that you are dealing very competently with most situations and you are not afraid to take responsibility for your own performance. You expect success in virtually everything that you attempt.

**Coaching Suggestions**

- Build on your self-confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because you can make an impact.
- Commit to achieving and exceeding agreed-upon job performance goals.
- Confidence is good but be careful to avoid the appearance of arrogance.

**Lifestyle Management**

---

You appear to manage your energy and deal with stress very well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

\* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. You may become helpful as a resource to help others learn stress coping strategies.

**Coaching Suggestions**

- Identify and understand your own stress coping techniques so you can use them in other situations.
- Continue to manage stressful situations as challenges that you can meet.
- Share your stress coping strategies with others if they ask.
- Good diet and exercise strategies will help you continue to manage your energy effectively.

## **CAREER BUILDING ATTITUDES**

### **Approach to Networking/Self-Promotion**

---

You are generally quite comfortable in meeting new people and creating a larger network of associates and friends. You would also enjoy the challenge of promoting yourself in your natural market. To accomplish this, you should be involved with a variety of social and business groups at both the formal and informal levels. This would help you develop a sales career or any other career where marketing and promoting your company or yourself is important.

#### **Coaching Suggestions**

- You may be interested in considering a sales or marketing career. Your overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves.
- When combined with strong self-management skills, motivation to succeed financially and good communication skills, your approach to networking can create many new opportunities.

### **Listening Skills**

---

You demonstrate an above average approach to listening effectively while in conversation with others. You are likely to listen to others attentively, which will enable you to better understand and relate to them. Your approach to listening should help you in developing good interpersonal relationships with a variety of individuals that you will encounter in various consulting roles. You would be well-suited for positions that involved interaction with clients, peers or others.

#### **Coaching Suggestions**

- Take advantage of your strengths as a listener when dealing with difficult clients as you may be able to gather information and gain trust where others have been unable to do so.
- Be aware of your strengths as a listener so that you are consciously competent. You may be an effective coach for those who need development in their listening style.

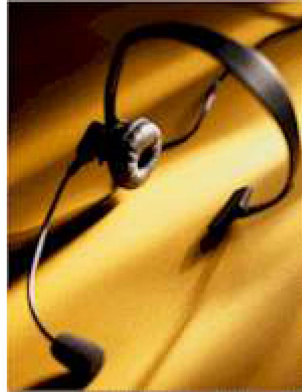
# CANDIDATE FEEDBACK REPORT

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Sample Report



## ContactCenterPro™



### Personal Feedback

for Test Sample January 19, 2017

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The ContactCenterPro™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.  
John C. Marshall, Ph.D.

## **GENERAL RECOMMENDATIONS**

### **An Overview of Your Customer Care Profile**

---

Your overall profile resembles the profiles of individuals who prefer to take advantage of their existing strengths while they develop new areas of expertise. You would find your best success and satisfaction as an individual contributor in a team environment or in well-defined role where your contribution will be recognized. Look for a well-organized opportunity that provides consistent feedback and the opportunity for you to exercise your individual initiative while working towards long-term goals.

### **Your Most Effective Self-management Style**

---

You can become a good self-manager by doing what you do well and building upon your existing strengths. You are suited to most environments that balance responsiveness to user and organizational needs combined with the need to plan and execute other tasks and activities.

### **Your Motivational Structure**

---

You are very relaxed, dependable and comfortable working toward long-term goals. You are rather easy going and would be comfortable dealing with client or user needs and taking as much time as was necessary to deal with them.

### **Your Preferred Approach to Being a Team Member or Team Leader**

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You integrate well with team environments and organizations. You would be most comfortable working in a team environment with well-designed procedures, systems and structure.

### **Your Preferred Social Interaction Style**

---

You are generally quite sociable, friendly and outgoing. You build relationships quickly and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or clients.

### **Your Technical/Practical Orientation**

---

Your interests tend towards the non-technical side. You would be most comfortable in a technical environment that allowed you to investigate the general nature of a client need and then direct the problem to a specialist if it was outside your area of expertise.

### **Your Feelings about Self-Confidence and Managing Stress**

---

You show a very high level of self-confidence at this time. You believe that you are dealing very competently with most situations and you are not afraid to take responsibility for your own performance. You expect to succeed.

You appear to manage your energy and deal with stress quite well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

**WHAT TO SEEK & AVOID IN YOUR CAREER PATH****Career Path Characteristics to Seek**

- You should seek a career path that is similar to your previous experience but has enough variety to lead to personal growth. A moderately structured management system that provides feedback as needed and allows you to plan and self manage your own career would be best for you.
- You would be comfortable in a career that focused less on new technologies or highly technical issues. You would prefer a career that provided you with technical support when dealing with technical issues outside your area of expertise.
- Seek a career path that will allow you to work within a team environment focused on delivering quality products and services. You will enjoy the feeling of being a productive member of a team.
- You should look for an environment where there is regular contact with clients, users and your peer group as well as the opportunity to work independently.
- Seek a career that has a heavy emphasis on social value and provides you with opportunities to provide a meaningful product or service. Seek a stable part of the company, which provides interesting challenges, recognition of your achievements, financial stability and a solid future.

**Career Path Characteristics to Avoid**

- Avoid situations which are entirely results driven without a reasonable system to achieve them. Avoid management structures that are too rigid or too unstructured.
- Avoid careers where your role would focus primarily on highly technical issues or the development of very complex products and systems.
- Avoid unstructured career paths that require you to create your own systems and structure. Avoid environments where you would work outside a team.
- Avoid situations that do not provide opportunities to interact with others on a regular basis. Avoid career paths that are strictly public relations or image building.
- Avoid career paths that do not focus on people and service. You have a strong sense of social values and the importance of treating other people well and will be uncomfortable in career paths that are very 'bottom line' oriented.

## **SUMMARY OF STRENGTHS**

### **Self-Management**

---

You would be described as somewhat competitive, enterprising, assertive and goal oriented. At times you may find new and different ways to reach your personal and work objectives and you can be self-evaluative of your performance. With appropriate training, you would find that for many aims, objectives or requirements, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach those goals. You have the potential to become a good self-manager. Build your strengths in such issues as self-evaluation, developing the ability to self motivate and directing your own activities more effectively. You would be well suited to most environments that balance responsiveness to internal or external client and organizational needs combined with the need to plan and execute other tasks and activities. You will likely work well with a manager or project leader who provides clear guidance and coaches without being overly directive.

### **Coaching Suggestions**

- Make a habit of planning your daily activity and reviewing it on a daily basis.
- Demonstrate your ability to work effectively on your own so that you can make effective use of time spent with management. (Managers like to coach effort rather than monitor activity)
- Review your weekly goals before committing to them but remember that you must live up to your commitments.
- If you find your workload is too heavy, discuss it with management and provide alternative targets which you can meet.
- You would be most comfortable in an environment that is similar to your previous experience.

### **Motivational Profile**

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You are genuinely concerned about the well-being and needs of others and only secondarily about your own goals. You would be described as very relaxed, loyal, co-operative, dependable and service-oriented. You would be able to perform most effectively in a familiar, well-defined role that allowed you to take advantage of your expertise and ability to pay attention to client needs. You would be most satisfied in a career in which you contributed significantly to delivering a product or service that has a real societal value. You would be comfortable dealing with internal or external client needs and taking as much time as was necessary to deal with them. You would be a good fit to a service-oriented environment.

### **Coaching Suggestions**

- Treat all client problems and your own goals with a sense of urgency by making a note of them and reminding yourself of their status on a daily basis.
- List the little things that need to be done to meet your goals and refer to the list as you complete the items.
- Set and prioritize goals that can be achieved on a daily basis by focusing on what you are able to accomplish on a daily basis.
- Make a commitment to your daily goals and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- Record your activities each day so that you are able to report on your progress if asked and will have a real basis for review when meeting with your project leader or manager.

**SUMMARY OF STRENGTHS (continued)****Environmental Fit (Team Orientation)**

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You would be described as quite cooperative, obliging and team oriented. Generally, you would be easy on others and quite accepting of supervision. You would work well within a variety of group settings. Stability and security would be valued working conditions desired in any career. You will probably perform most effectively within clearly defined organizational cultures or environments that provide you with the opportunity to exercise individual initiative.

**Coaching Suggestions**

- Look for well-defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.

**Comfort with Conflict**

---

You are like the majority of the population who are comfortable with some conflict but would prefer to avoid it whenever possible.

**Coaching Suggestions**

- Remain calm and focused on the important issues when in a conflict situation.
- Investigate conflict resolution strategies.
- Avoid losing your composure in situations where there is conflict.

## **COMMUNICATION STYLE**

### **Social Orientation**

---

You are generally quite sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well-established client base.

#### **Coaching Suggestions**

- Review your performance as both a listener and a contributor at meetings with clients and peers. Do you respond to others or follow your own agenda?
- Develop your strength as a public speaker by taking part in community service groups, coaching and other similar opportunities.
- When making presentations, work on such skills as timing, breaking the ice with humorous remarks, proper articulation and speaking directly to members of the audience.
- Always look for feedback when addressing others.
- Be a good listener as well as a good talker.

### **Analytical Orientation**

---

You would be most interested in an environment that requires you to learn only what is needed to do your job effectively. You do not appear to be well suited to a career that focuses on detailed analysis and technical matters. You would be most comfortable in the type of technical environment that allowed you to investigate the general nature of a client need and then direct the problem to a specialist if it was outside your area of expertise.

#### **Coaching Suggestions**

- Seek roles and projects where your colleagues have specific analytical styles which complement your own and who will handle the details that do not interest you.
- Focus on your existing technical strengths and interests to define a strategy that will develop yourself in the areas of critical importance to the organization.
- Make a sincere effort to understand and appreciate the needs of clients and the responsibilities of your colleagues.

## **SELF-CONFIDENCE & LIFESTYLE MANAGEMENT**

### **Self-Confidence**

---

You show a very high level of self-confidence at this time. You believe that you are dealing very competently with most situations and you are not afraid to take responsibility for your own performance. You expect success in virtually everything that you attempt.

#### **Coaching Suggestions**

- Build on your self-confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because you can make an impact.
- Commit to achieving and exceeding agreed-upon job performance goals.
- Confidence is good but be careful to avoid the appearance of arrogance.

### **Lifestyle Management**

---

You appear to manage your energy and deal with stress very well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

\* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. You may become helpful as a resource to help others learn stress coping strategies.

#### **Coaching Suggestions**

- Identify and understand your own stress coping techniques so you can use them in other situations.
- Continue to manage stressful situations as challenges that you can meet.
- Share your stress coping strategies with others if they ask.
- Good diet and exercise strategies will help you continue to manage your energy effectively.

## **CAREER BUILDING ATTITUDES**

### **Approach to Networking/Self-Promotion**

---

You would tend to favor networking within in specific areas of your natural market. To prospect and network from a business perspective, you would require a strong commitment to product and a well-developed method of approaching people. The requirement for consistent networking and prospecting could provide an overwhelming challenge, which would create a need for ongoing training support and joint field work.

#### **Coaching Suggestions**

- If you are interested in a career where you must promote yourself or your company's products and services, it is important to develop your level of comfort with networking and self-promotion. Most careers of this type require good communication skills, an effective approach to people and comfort with these issues.
- If you want to improve your comfort with networking, learn to be a good listener first and discover what interests the people with whom you wish to network.
- Develop a list of the positive aspects of yourself, the products and services that you wish to promote and your organization. Focus on those when asked about any of them.

### **Listening Skills**

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You demonstrate an above average approach to listening effectively while in conversation with others. You are likely to listen to others attentively, which will enable you to better understand and relate to them. Your approach to listening should help you in developing good interpersonal relationships with a variety of individuals that you will encounter in various consulting roles. You would be well-suited for positions that involved interaction with clients, peers or others.

#### **Coaching Suggestions**

- Take advantage of your strengths as a listener when dealing with difficult clients as you may be able to gather information and gain trust where others have been unable to do so.
- Be aware of your strengths as a listener so that you are consciously competent. You may be an effective coach for those who need development in their listening style.